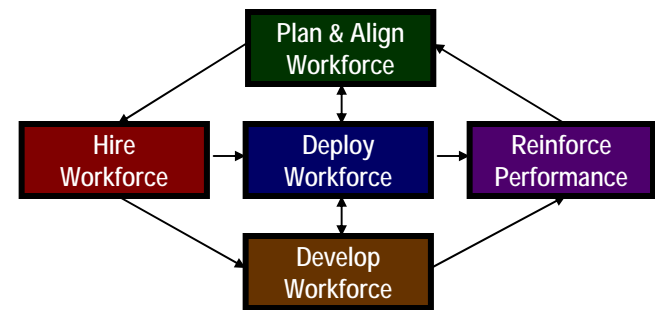

State of Washington
Auditor's Office

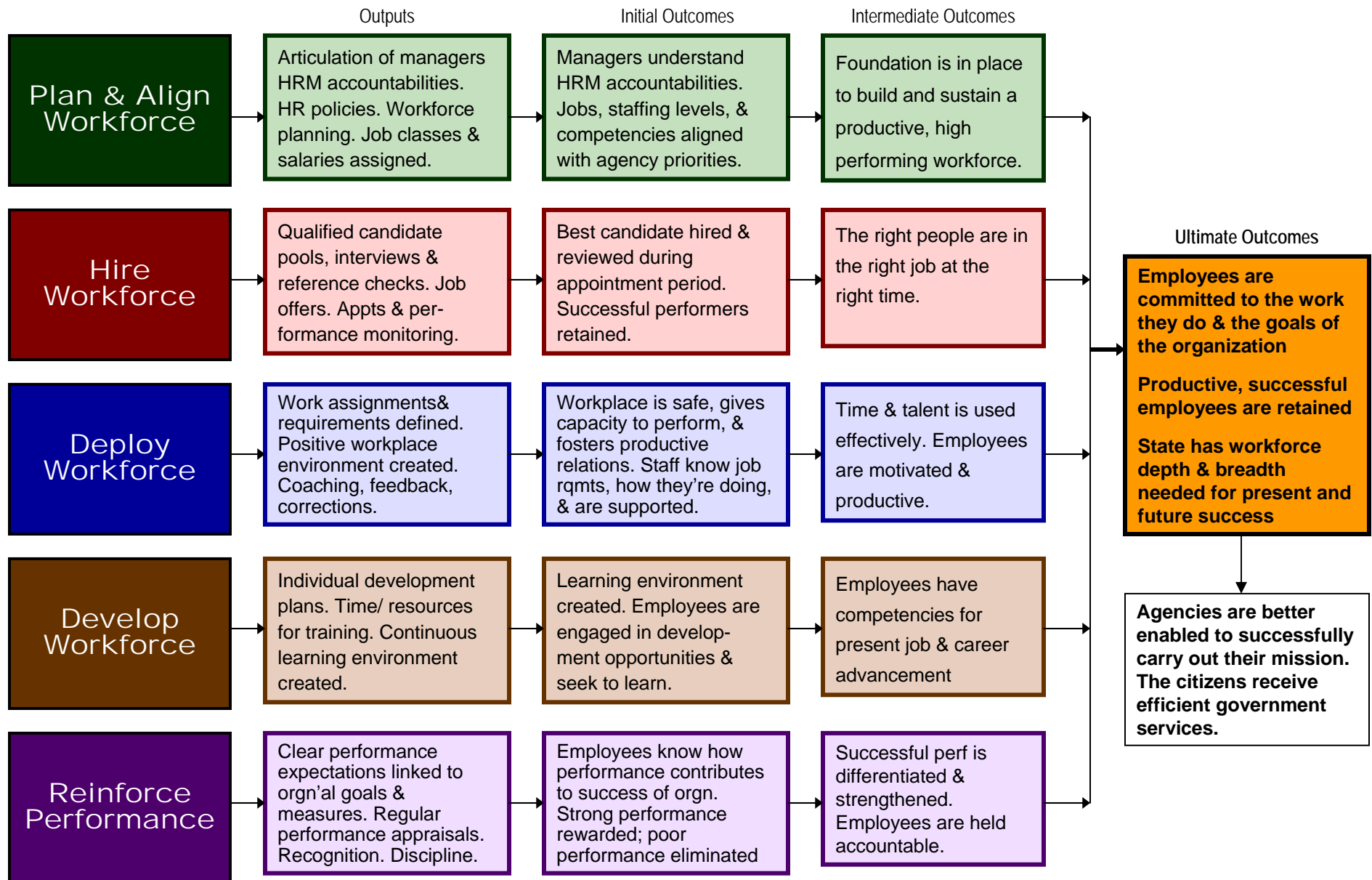
Human Resource
Management Report



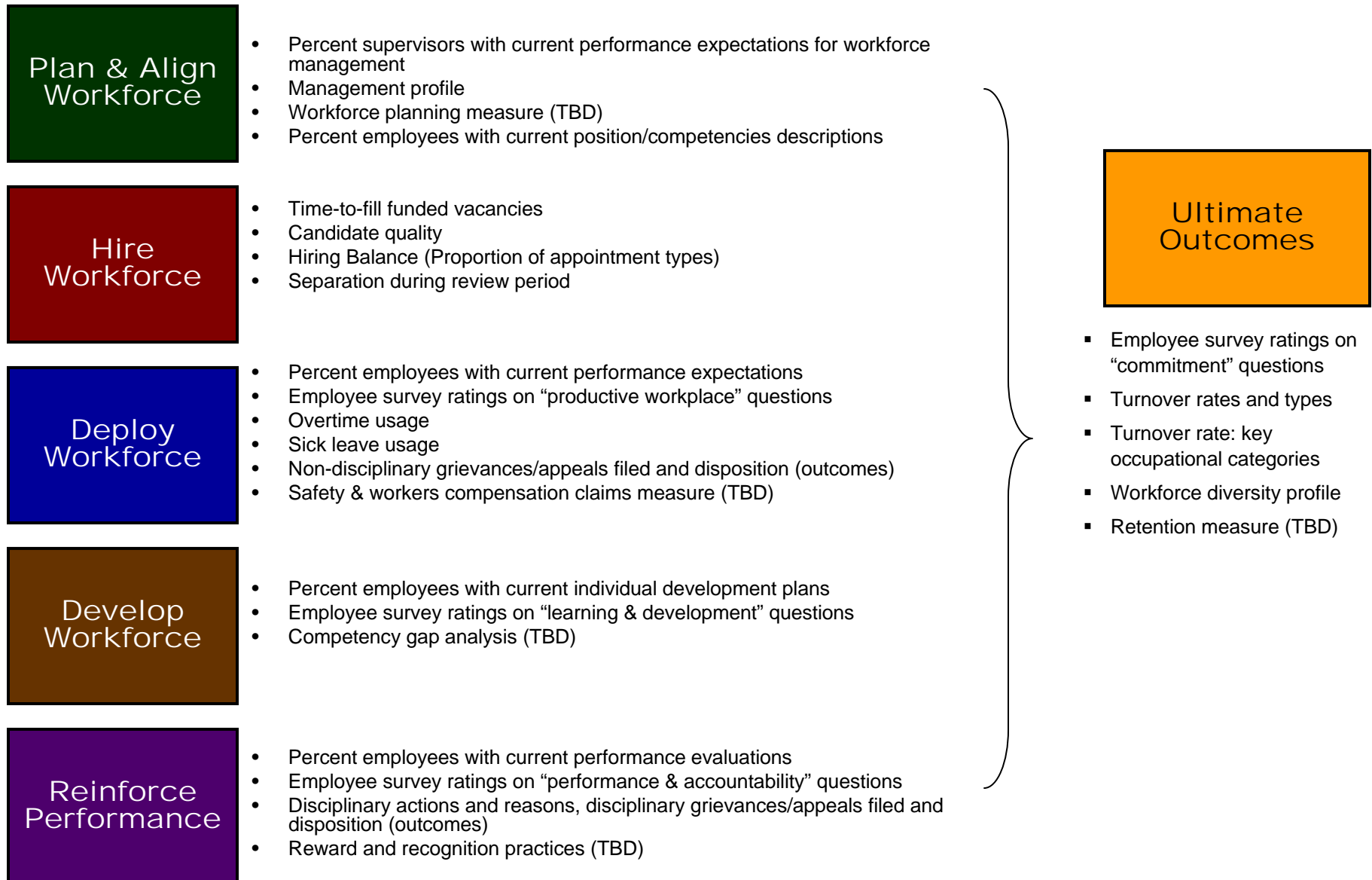
February 28, 2007

Note: This is the standard format provided by DOP as of 1-1-07. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 100%

Total # of supervisors with current performance expectations for workforce management = 92

Total # of supervisors = 92

Analysis:

- Managers are provided expectations for workforce management as part of the PDP process.
- The agency has developed specific written expectations for workforce management.

Action Steps:

- HR will monitor supervisor Performance and Development Plan to ensure they consistently contain workforce management expectations

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Number of WMS employees = 30

Percent of agency workforce that is WMS = 8.2%

Number of all Managers* = 27

Percent of agency workforce that is Managers* = 7.4%

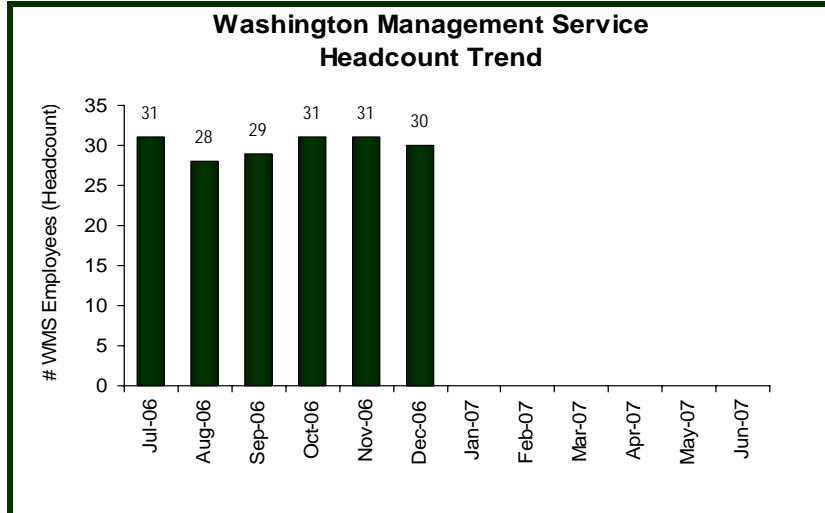
* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

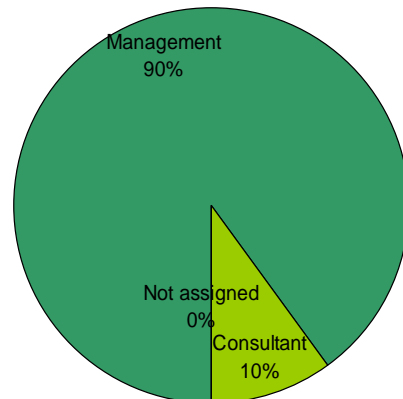
- The agency has completed the mid-management reductions.
- This number reflects headcount rather than FTE. Currently one position is part-time.

Action Steps:

- HR will monitor the number of management positions in order to maintain the appropriate ratio



WMS Management Type



Manager	27
Consultant	3
Policy	0
Not assigned	0

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 90.8%

Total # of employees with current position/competency descriptions* = 296

Total # of employees* = 325

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- The agency is currently completing the process of moving from the previous position description format to the current format, which includes competencies.
- Over 97% of positions have position descriptions, although not all include competencies

Action Steps:

- An action plan has been developed by HR to ensure 100% of agency positions will have position descriptions including competencies by July 30, 2007.
- HR will distribute a monthly report to agency directors indicating the status of this project by work group.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*: 39

Number of vacancies filled: 39

*Equals # of days from hiring requisition to job offer acceptance

Candidate Quality*

Candidates interviewed who had competencies needed for the job

Hiring managers who indicated they could hire best candidate

***Candidate Quality data is not yet available.
Agency will report in October 2007**

Analysis:

- This average does not include internships or other temporary positions
- SHRM Human Capital Benchmarking Report indicates the median time to fill in 2005 was 35 days, and the average was 48 days
- Hiring of college graduates into the agency in-training program is cyclical in nature, and dependent upon the school calendar

Action Steps:

- HR will accurately track each hiring process from the time the Request To Fill is received for all positions not posted in e-Recruiting.
- Additional HR staff time will be dedicated to college presentations and interviews in order to increase the number of graduates interested in auditor positions.
- HR and agency Directors will strongly promote the internship program, in order to increase the number of graduates applying for auditor positions.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

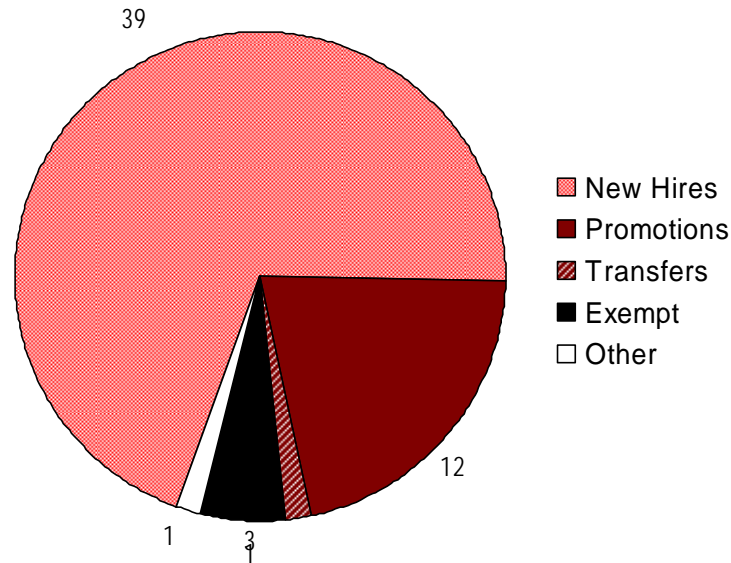
Time-to-fill vacancies

Candidate quality

**Hiring Balance
(proportion of
appointment types)**

**Separation during review
period**

Types of Appointments



Total number of appointments = 56*

Time period = 7/2006 through 12/2006

Includes appointments to permanent vacant positions only; excludes reassignments

*Other = Demotions, re-employment, reversion & RIF appointments

Analysis:

- The agency uses an exit interview program to gather input from employees leaving the agency
- The agency has established detailed expectations and competencies, and a program of regular work product review in order to monitor employees during the probationary period.

Action Steps:

- HR will provide an updated hiring guide to managers by September 2007.
- HR will provide to managers a monthly report of probationary and trial service employees

Separation During Review Period

Probationary separations - Voluntary	2
Probationary separations - Involuntary	1
<i>Total Probationary Separations</i>	3
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	2
Total Probation/Trial Service Separations During Review Period	5

Time period = 7/2006 through 12/2006

Data as of 12/2006
Source: HRMS BW

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 95.4%

Total # of employees with current performance expectations* = 310

Total # of employees* = 325

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- A large percentage of employees without current written performance expectations are concentrated in a few departments. One of those departments experienced a management vacancy during 2006.

Action Steps:

- HR will work directly with the managers of the departments identified to complete PDP part 1 expectations by July 30, 2007.
- HR will distribute a monthly report to agency directors regarding Performance and Development plan status.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

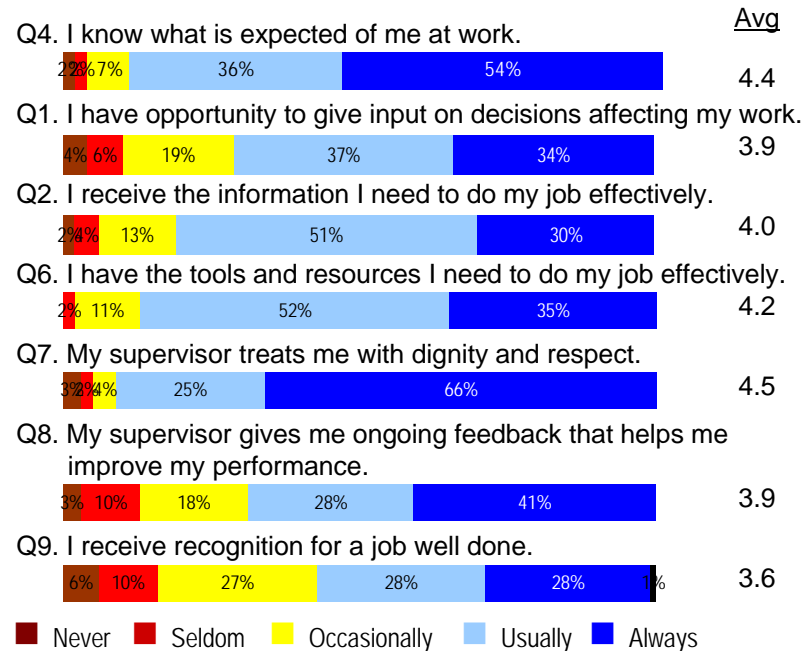
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings



Overall average score for Productive Workplace Ratings: 4.1

Analysis:

- The agency survey results were higher than statewide averages in every category
- Supervisors treat employees with dignity and respect (91%) and I know what is expected of me at work (90%) were the 2 highest rated categories
- I receive recognition for a job well done (56%) and my supervisor gives me ongoing feedback that helps me improve my performance (69%) were the 2 lowest rated categories

Action Steps:

- HR will develop additional recognition program and tools for managers by June 2007

Overtime Usage

Deploy
Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance
Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

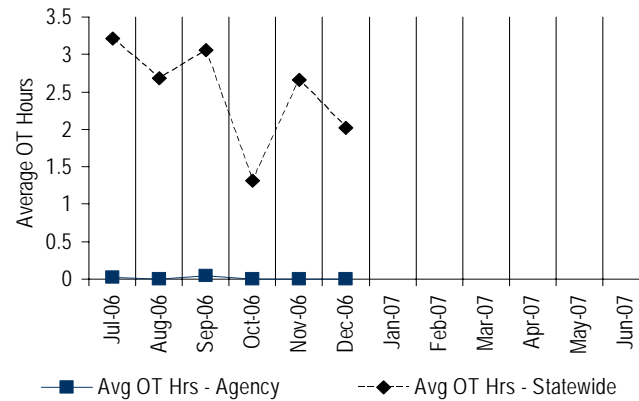
Overtime usage

Sick leave usage

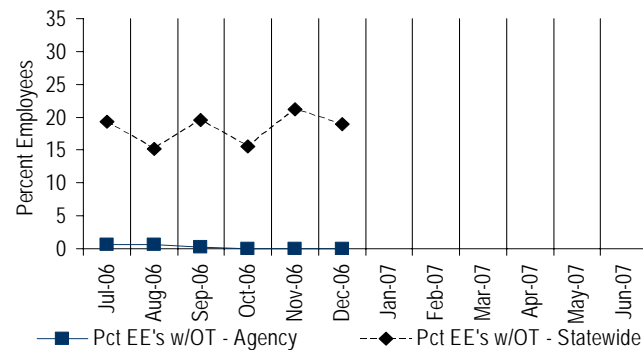
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

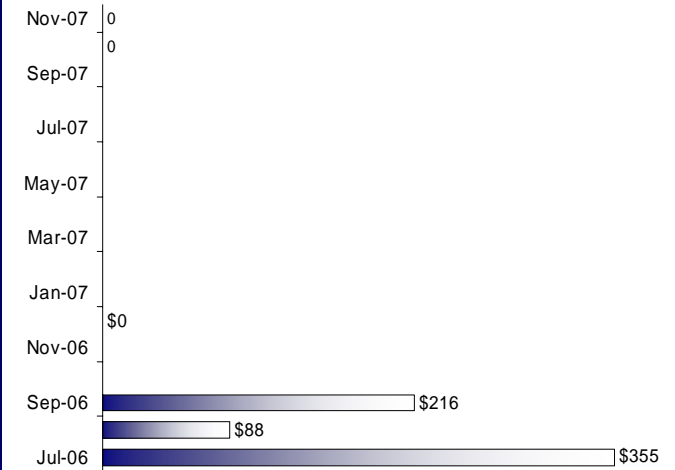
Average Overtime (per capita) *



% Employees Receiving Overtime *



Overtime Cost - Agency



Analysis:

- Agency overtime is minimal
- Overtime paid for the time period was due to additional hours spent on the HRMS implementation

Action Steps:

- Continue to monitor overtime use

* Statewide overtime values do not include DNR

Data as of 12/2006
Source: HRMS BW

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

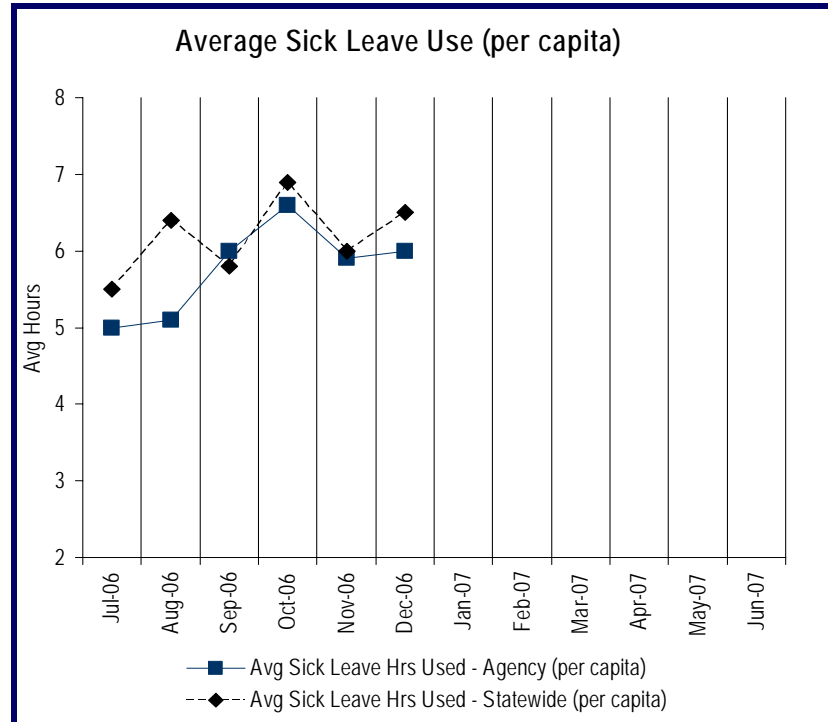
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Sick Leave Usage



Analysis:

- 3 work groups had average sick leave use that was above the state average
- 25 work groups had average sick leave use that was below the state average
- Action Steps:**
 - Require employees to use sick leave codes that accurately reflect the reason for S/L use to enable more detailed reporting
 - Fiscal will produce a monthly sick leave usage report for team managers and Directors
 - HR will coordinate efforts to enhance the agency wellness program, which includes active participation in statewide Wellness program
 - HR will work with the managers of the teams with higher than average S/L use to address potential individual issues.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
5.7 Hrs	6.2 Hrs	74.3%	79.8%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
10 Hrs	11.7 Hrs	124.8%	145.8%

Sick Leave time period = 07/2006 through 12/2006

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: 7/2006 – 12/2006

Non-Disciplinary Grievances (represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

N/A

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of 12/2006
Source: Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Washington State Auditor's Office

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

Time Period = 07/2006 through 12/2006

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

Time Period = 07/2006 through 12/2006

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Total outcomes = N/A

Time Period = 07/2006 through 07/2006

Source: Agency Tracked Data

PRB/PAB Outcomes

Total outcomes = N/A

Time Period = 07/2006 through 12/2006

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

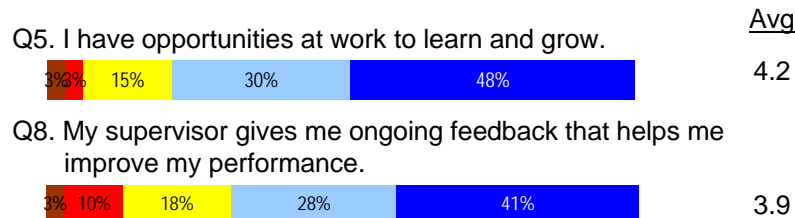
Percent employees with current individual development plans = 90.7%

Total # of employees with current IDPs* = 295

Total # of employees* = 325

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings



Overall average score for Learning & Development Ratings: 4.1

Analysis:

- The agency survey results were higher than statewide averages in each category
- The agency provided 68 in-house training classes for 1260 participants during the period July-Dec 2006
- 83 employees currently in an in-training program
- Questions regarding development and feedback will be added to current staff interview questions
- **Action Steps:**
- HR will distribute a monthly report to agency directors indicating regarding Performance and Development plan status

Data as of 4/2006 & 1/2007

Source: 2006 Employee Survey & Agency Tracked Data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees* with current performance evaluations = 47.1%

Total # of employees with current performance evaluations* = 153

Total # of employees* = 325

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- The agency met its own expectation that 100% of performance evaluations will be current in July 2005, but has not been able to maintain that percentage
- Agency management has communicated their expectation that performance evaluations will be 100% current by July 2007
- **Action Steps:**
 - HR will distribute a monthly report to Directors identifying any late evaluations
 - HR will provide additional training and assistance to managers of teams with a low percentage of evaluations completed

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

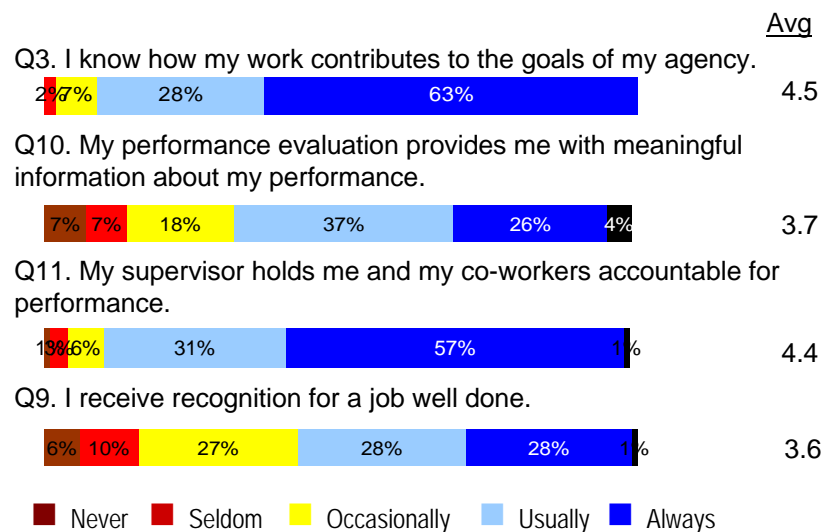
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings: 4.1

Analysis:

- The agency results were higher than statewide averages in every category
- 91% of employees indicated that they know how their work contributes to the goals of the agency
- 56% of employees indicated that they receive recognition for a job well done, making this the lowest rated category

Action Steps:

- HR will develop additional recognition ideas and tools for managers by June 2007

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken

Time period = 07/2006 through 12/2006

Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	0

* Reduction in Pay is not currently available in HRMS/BW.

Analysis:

N/A

Action Steps:

N/A

Issues Leading to Disciplinary Action

- N/A

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

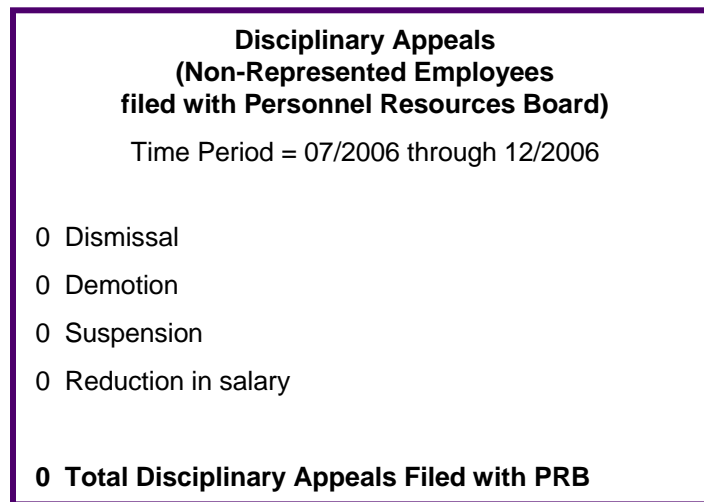
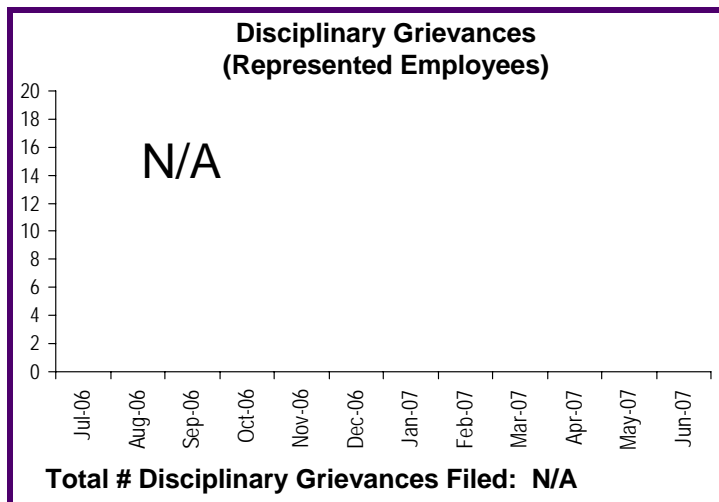
Performance Measures

Percent employees with current performance evaluations

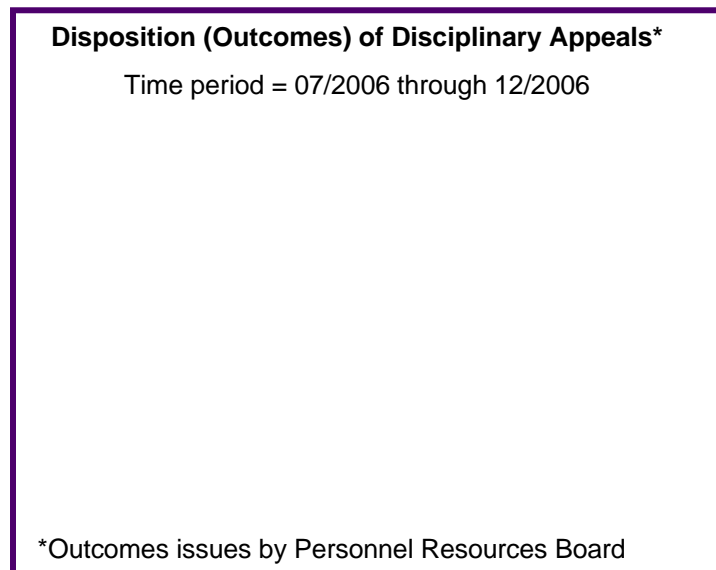
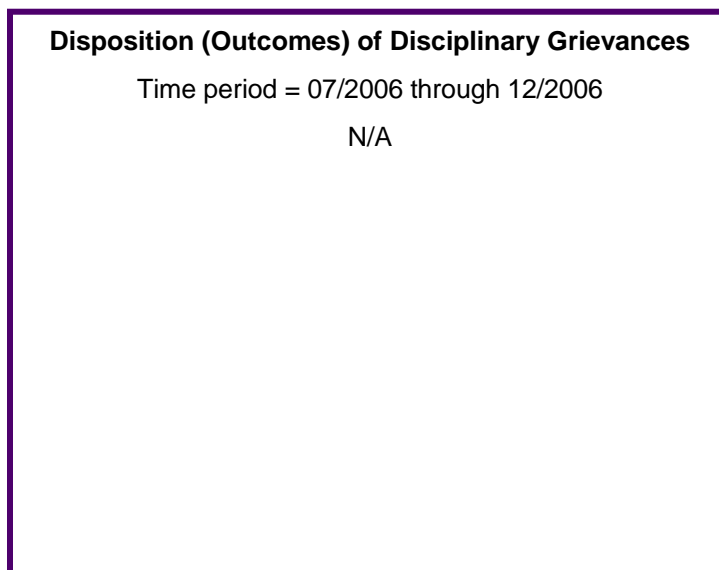
Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



Data as of 12/2006
Source: Agency Tracked Data

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

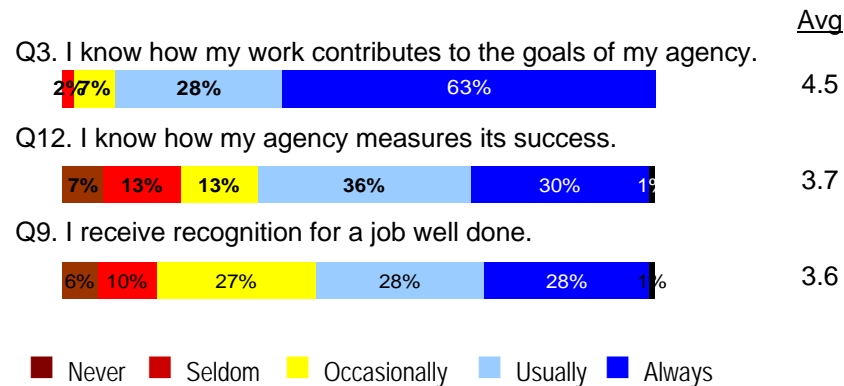
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: 3.9

Analysis:

- Also see Analysis and Action Steps on Slide 17
- Action Steps:**
 - The agency Strategic Plan is currently being updated and will be shared with employees to communicate agency measures for success

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

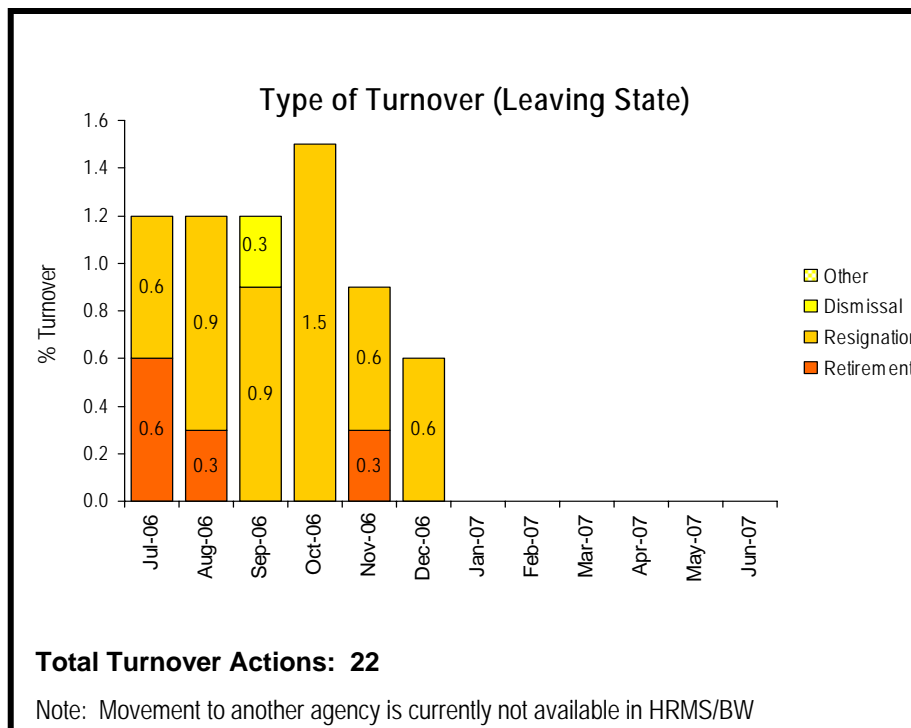
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates



Analysis:

- Auditor turnover was reduced from 25.8% in 2005 to 17.7% in 2006 following a salary increase and additional staff administrative time.
- 86% of July-Dec turnover was for auditor positions
- The agency regularly conducts exit interviews
- AICPA Recruiting/Retention study indicates top reasons accounting professionals stay with their employer: (1) Respect for mission statement (2) career growth opportunities (3) salary (4) accessible management style (5) interesting/challenging work (6) flexible work schedule

Action Steps:

- HR will develop additional recognition ideas and tools for managers by June 2007
- Training for agency management in Performance Coaching will be offered in 2007/08
- Additional career tracks in areas such as performance auditing will continue to be offered to staff in 2007/ 2008
- Agency staff will attend "Closing the Recognition Gap" training in May 2007
- HR will provide exit interview feedback to the Directors and Chief of Staff

Data as of 12/2006
Source: HRMS BW

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

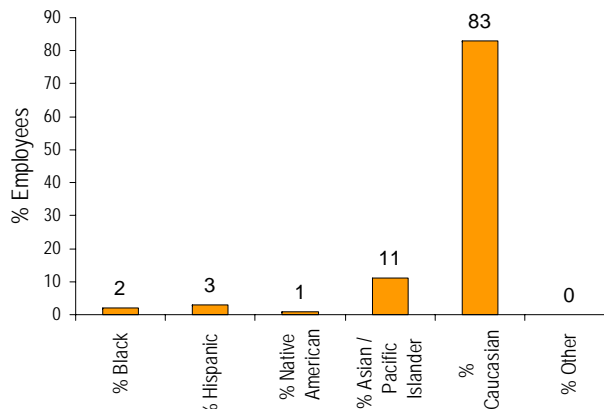
Retention measure (TBD)

Washington State Auditor's Office

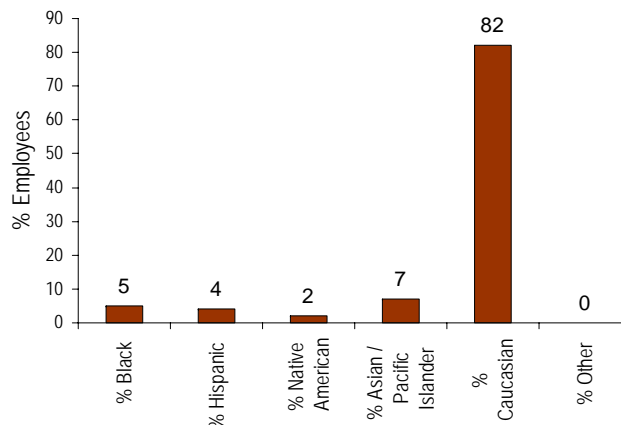
Workforce Diversity Profile

	Agency	State
Female	60%	52%
Disabled	3%	5%
Vietnam Vet	3%	7%
Disabled Vet	2%	2%
People of color	17%	18%
Persons over 40	47%	75%

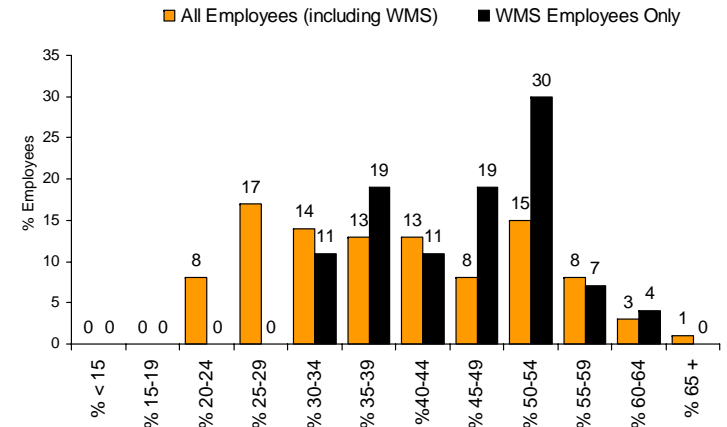
Diversity Profile by Ethnicity - Agency



Diversity Profile by Ethnicity - Statewide



Percent Age Distribution



Analysis:

- The agency has actively participated in the UW Minority Career Fairs from 2004 to current

Action Steps:

- Complete updated Affirmative Action Plan by July 30, 2007

Data as of 12/2006
Source: HRMS BW